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Part two: biennial programme plan

Programme 10
Trade and development

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Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre UNCTAD/WTO (ITC) is to assist developing countries, especially least developed countries, and countries with economies in transition in integrating beneficially into the global economy. In all aspects of its work, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, so as to improve the well-being of their citizens and to address the opportunities and challenges created by globalization. In particular, in line with the priorities of the Organization, UNCTAD will further enhance its efforts to support the development of Africa across all its sectoral areas of expertise.

10.2 In order to attain the foregoing objectives, UNCTAD, within its mandate, will: (a) conduct pragmatic research and analysis on both long-standing and emerging development issues; (b) build consensus around efforts to promote national and international policies and strategies conducive to development; and (c) support countries in implementing their development strategies aimed at their integration into the global economy and the achievement of sustainable levels of growth and development. In the context of the deepening interdependence among all countries, UNCTAD will maintain its unique orientation and its commitment to development through those three pillars, while remaining responsive and accountable to all Member States.

10.3 The programme is guided by the sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. The decisions adopted at the twelfth session of the Conference, held in Accra in April 2008, formed the basis for the present programme of work. For the period 2012-2013, the programme will further integrate the outcomes of the thirteenth session of the Conference, scheduled to be held in 2012. UNCTAD is responsible for subprogrammes 1 to 5 within the programme, while subprogramme 6 is under the responsibility of the International Trade Centre UNCTAD/WTO.

10.4 UNCTAD will pursue five subprogrammes to support its objective of helping developing countries to integrate beneficially into the international trading system. The principal task of subprogramme 1 arising from the outcomes of the twelfth session of UNCTAD will be the examination of development strategies in a globalizing world economy and related issues. Subprogrammes 2 and 4 will aim to contribute to the building of productive capacities and international competitiveness, while subprogramme 3 and the trade logistics component of subprogramme 4 will aim to contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations in goods and services. The development strategies of Africa, the least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies, will be covered under subprogramme 5, while sectoral concerns of those countries will also be addressed by other subprogrammes, in coordination and cooperation with subprogramme 5.

10.5 Within the framework of subprogramme 3, the Special Unit on Commodities carries out its work as an autonomous unit on commodities, in accordance with paragraph 183 of the Accra Accord. With the guidance and leadership of the Secretary-General of UNCTAD, the Unit will contribute more effectively to the efforts of developing countries to formulate strategies and policies to respond to the challenges and opportunities of commodity markets.

10.6 Throughout its work programme, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development, and full and productive employment. The Conference will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes.

10.7 UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of relevant global conferences. Notably, it will contribute to the achievement of the internationally agreed development goals set out in the Millennium Declaration and the 2005 World Summit Outcome, in particular those chapters of the Outcome related to the global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development, science and technology for development, countries with special needs, and meeting the special needs of Africa.

10.8 UNCTAD will also contribute to the implementation of specific actions requested in the Monterrey Consensus of the International Conference on Financing for Development; the Doha Declaration on Financing for Development and its follow-up; the outcomes of the Fourth United Nations Conference on Least Developed Countries, to be held in 2011; the outcomes and the Johannesburg Plan of Implementation agreed at the World Summit on Sustainable Development; the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the outcomes of the midterm review of the Almaty Programme of Action in 2008 and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. In addition, it will assist in furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration of the Fourth Ministerial Conference of the World Trade Organization (WTO) and other relevant decisions.

10.9 As a lead agency of the United Nations System Chief Executives Board for Coordination with regard to the inter-agency thematic cluster on trade and productive sectors, UNCTAD will enhance the role of trade and development and related issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies; undertake joint operations at the country level as appropriate; and enhance inter-agency cooperation in system-wide initiatives in those areas.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth, inclusive and sustainable development, full and productive employment creation, and hunger and poverty eradication in developing countries, especially least developed countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of the global economic environment and of policy choices at the national, regional and international levels	(a) (i) Increased number of policymakers and beneficiaries indicating the usefulness of UNCTAD recommendations for the national policymaking process (ii) Increased number of statements at intergovernmental meetings and in the media on policy choices based on UNCTAD research (iii) Increased number of developing countries realizing positive per capita growth rates and pursuing growth-oriented macroeconomic and financial policies advocated and monitored by UNCTAD
(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management	(b) (i) Increased number of institutions/countries using the capacity-building services of the Debt Management and Financial Analysis System programme (ii) Increased number of international and national policy positions and initiatives in the area of debt and development finance incorporating contributions from UNCTAD (iii) Increased number of developing countries, assisted by UNCTAD through the Debt Management and Financial Analysis System, that have improved external debt positions

(c) Improvement of decision-making, at the national and international levels, on economic policies and development strategies, on the basis of empirical, reliable and timely statistics and indicators highlighting the interlinkages between globalization, trade and development	(c) (i) Increased number of countries using statistical variables and derived indicators developed and maintained by UNCTAD Central Statistical Service (ii) Increased number of institutions and Member States using UNCTAD statistical data regarding trade, financial and economic policies
(d) Improved policy and institutional capacities, and enhanced international cooperation for the recovery and sustained development of the Palestinian economy	(d) Increased number of Palestinian development initiatives and institutions benefiting from UNCTAD research findings, recommendations and technical cooperation activities

Strategy

10.10 The subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on: (a) identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effect on development; (b) contributing to a better understanding of coherence between international economic rules, practices and processes, on the one hand, and national policies and development strategies, on the other; (c) creating an enabling environment for the private sector and entrepreneurial investment; (d) promoting, at the national level, poverty eradication, income distribution and public revenue systems; and (e) supporting developing countries, especially least developed countries, in their efforts to formulate development strategies adapted to the challenges of globalization, including economic cooperation among developing countries. In that context, UNCTAD will also continue to support the development efforts of middle-income countries. The objective will be pursued through policy advocacy, consensus-building and technical assistance, based on: (a) timely and forward-looking research and analysis regarding macroeconomic and development policies as well as debt and finance, taking into account the outcomes of relevant major international conferences; (b) the formulation of practical policy recommendations for appropriate development strategies at the national, regional and international levels to take advantage of the opportunities and meet the challenges of globalization; (c) the furtherance of consensus-building with regard to macroeconomic and development policies suited to the specific conditions of developing countries; (d) training and capacity-building related to effective debt management; (e) statistical and information services as tools for policymakers and in support of the UNCTAD work programme; (f) the provision of economic policy analysis and technical assistance to the Palestinian people; and (g) research and analysis addressing the development challenges of South-South integration and cooperation, including triangular cooperation.

Subprogramme 2
Investment and enterprise

Objective of the Organization: To assure developmental gains from increased investment flows and international competitiveness to all developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment on development, as well as of related policies that could promote development gains from such investment	(a) (i) Increased number of policymakers and other stakeholders responding to evaluation surveys and reporting a better understanding of public and private investment issues (ii) Increased number of statements by Member States indicating that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment
(b) Increased ability of developing countries to create an environment conducive to attracting and benefiting from investment for development	(b) (i) Increased number of countries benefiting from UNCTAD assistance, including investment policy reviews and e-tools, and reporting increased foreign direct investment (ii) Increased number of developing countries benefiting from UNCTAD assistance, demonstrating improved performance on the basis of various benchmark indicators, monitored by UNCTAD
(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes	(c) (i) Increased number of statements by policymakers/negotiators reporting on the effects of international investment agreements (ii) Increased number of Member States participating in negotiating and implementing investment treaties, and managing investor-State disputes, as reflected in various types of feedback from policymakers and negotiators

(d) Enhanced understanding and capacity to develop international competitiveness through the development of policies aimed at: (i) stimulating enterprise development and business facilitation; (ii) promoting best practices in corporate social responsibility and accounting; and (iii) establishing competitive and well-regulated insurance markets	(d) (i) Increased number of countries using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms (ii) Increased number of countries using guidance and tools developed by UNCTAD in the areas of accounting, entrepreneurship, insurance, business facilitation, e-tourism and corporate reporting

Strategy

10.11 The subprogramme is under the responsibility of the Division on Investment and Enterprise. The subprogramme will assist all developing countries, in particular those in Africa, and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in designing and implementing active policies at both the national and international levels aimed at enhancing their productive capacities and international competitiveness in all sectors of the economy through investment and enterprise development. To that end, the subprogramme will follow a coherent approach consisting of: (a) strengthening its role as the major source of comprehensive information about and analysis of international investment, so as to enable policymakers to make better-informed decisions; (b) helping developing countries, at their request, to strengthen their capacity to formulate and implement integrated policies, develop an enabling environment and participate in discussions relating to international investment; (c) supporting efforts by developing countries to build productive capacities and internationally competitive firms; and (d) providing training and capacity-building programmes for local institutions.

Subprogramme 3
International trade

Component 1: Strengthening international trade

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries, in particular developing countries, with enhanced work on the special problems of Africa, least developed countries, landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies, in international trade and the trading system in order to make trade a positive force for all

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including services development and trade, by designing and implementing trade policies and participating effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations	(a) (i) Increased number of countries expanding their participation in trade negotiations through the submission of trade negotiating proposals in bilateral, regional and multilateral trade negotiations, including South-South trade negotiations and WTO accession processes (ii) Increased number of developing countries benefiting from UNCTAD assistance in integrating trade and development concerns into their national development plans and poverty reduction strategies
(b) Further improvement in trade and trade-related decision-making and addressing the trade and development impact of non-tariff barriers through use of analytical tools, databases and software, such as the Trade Analysis and Information System or the World Integrated Trade Solution	(b) (i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, and of the Agriculture Trade Policy Simulation Model (ii) Increased number of specific actions taken by Member States to reduce or eliminate arbitrary or unjustified non-tariff barriers in international trade
(c) Enhanced capacities of developing countries and countries with economies in transition to prepare and implement national and regional competition laws, address the challenges arising from global economic crises in implementing competition and consumer protection legislation	(c) (i) Increased number of developing countries establishing or revising and implementing national and/or regional (including South-South) competition and consumer protection legislation and institutional frameworks (ii) Increased number of voluntary consultations, as envisaged in section F of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices

(d) Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels	(d) (i) Increased number of developing countries designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives (ii) Increased number of developing countries participating in the Biotrade and Biofuels initiatives

Strategy

10.12 The subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. The subprogramme promotes inclusive development, based on trade, through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals related to poverty reduction and gender equity. The subprogramme will continue and improve close cooperation with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade in goods and services and commodities. Through all three pillars of the work of UNCTAD, the subprogramme assists developing countries, in particular those in Africa and least developed countries, and countries with economies in transition.

10.13 The work of UNCTAD under the subprogramme will include:

(a) Monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective, placing greater emphasis on practical solutions, including policy options and successful strategies for maximizing trading opportunities, mitigating the adverse impacts of global economic crises and building resilient economies;

(b) Enhancing the capacity of developing countries to establish negotiating priorities, to negotiate and implement bilateral, regional and multilateral trade agreements and to ensure coherency among them;

(c) Examining ways to improve the utilization of trade preferences in accordance with the Accra Accord;

(d) Assisting structurally weak, vulnerable and small economies in their efforts to integrate into the multilateral trading system;

(e) Assisting developing countries in their efforts to increase participation in global services production and trade, including in undertaking policy reviews and establishing regulatory and institutional frameworks;

(f) Providing strengthened technical support and cooperation to developing countries and countries with economies in transition in WTO accession processes and their follow-up;

(g) Undertaking research and analysis on trade and development aspects of intellectual property in accordance with paragraph 105 of the Accra Accord;

(h) Facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries;

(i) Strengthening analytical capacity for policymaking and trade negotiations, and integrating trade and development concerns into national development plans and poverty reduction strategies, in particular for least developed countries;

(j) Addressing the trade and development impacts of non-tariff barriers;

(k) Promoting the use of competition law and policy as tools for achieving domestic and international competitiveness and for dealing with anti-competitive practices;

(l) Addressing issues at the interface between trade and the environment, including fostering low-carbon development, and development gains and investment opportunities related to the emerging climate change regime and the sustainable use of biodiversity;

(m) Developing and implementing trade and trade-related technical cooperation and capacity-building activities, including projects under the Aid for Trade Initiative;

(n) Strengthening its contribution, within its mandate, to the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries.

Component 2: Commodities

Objective of the Organization: To harness development gains from the commodity economy for commodity-dependent developing countries, as well as to deal with trade and development problems related to commodity dependence

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(a) (i) Increased number of commodity-dependent developing countries adopting specific policy measures related to the commodity sector (ii) Increased number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings

Strategy

10.14 Component 2 of the subprogramme is under the responsibility of the Special Unit on Commodities, assisting developing countries, in particular those in Africa, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, through all three pillars of the work of UNCTAD. The component will continue to play a key role, with appropriate coordination with other international and regional actors, including relevant international commodity bodies, in the following areas:

(a) Addressing the trade and development problems associated with the commodity economy;

(b) Monitoring developments and challenges in commodity markets and addressing links between international commodity trade and national development, particularly with regard to poverty reduction;

(c) Assisting commodity-dependent developing countries in their efforts to:

(i) Develop national commodity strategies, including the mainstreaming of commodity policies into their national and regional development strategies;

(ii) Build supply-side capacities in order to achieve competitiveness;

(iii) Move up value chains and diversify commodity sectors;

(iv) Comply with public and private international trade standards;

(v) Gain access to commodity information and databases;

(vi) Take advantage of export opportunities for commodities in emerging markets;

(vii) Establish effective marketing systems and support frameworks for small commodity producers, including economically viable safety-net programmes;

(viii) Develop commodity financing and risk management schemes;

(d) Promoting intergovernmental cooperation in the field of commodities and building consensus regarding ways to integrate commodity policies into: (i) national, regional and international development and poverty reduction strategies; (ii) trade-related policies and instruments for resolving commodity problems; and (iii) investment and financial policies for gaining access to financial resources for commodity-based development.

Subprogramme 4
Technology and logistics

Objective of the Organization: To strengthen science, technology and innovation, including information and communication technologies; efficient trade logistics services and transit transport systems; and training and capacity-building programmes for local institutions with a view to enhancing the economic development and competitiveness of developing countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of trade logistics of developing countries	(a) (i) Increased number of specific, identifiable actions taken by developing countries to improve trade logistics, such as actions to cut transport and transaction costs; improve effective transit systems, transport efficiency and connectivity; and establish a supportive legal framework (ii) Increased number of measures adopted by developing countries using the Automated System for Customs Data to further improve the efficient management of their customs administration (iii) Increased number of developing countries demonstrating improved performance on the basis of benchmark indicators related to customs processes
(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communication technologies	(b) (i) Increased number of specific actions or policy measures taken by developing countries to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development (ii) Increased number of cooperation initiatives at the subregional, regional and international levels in the areas of science and technology and information and communications technology

(c) Better understanding, at the national level, of policy options and best practices on science and technology for development and information and communication technologies for development, including the follow-up to the outcomes of the World Summit on the Information Society	(c) Increased number of countries adopting national and international measures on science and technology arising from resolutions of the Commission on Science and Technology for Development and the Economic and Social Council
(d) Enhanced capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions	(d) Increased number of specific actions taken by developing countries to strengthen the capacities of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance

Strategy

10.15 The subprogramme is under the responsibility of the Division on Technology and Logistics. The effective implementation of the work programme under the subprogramme will help to improve the competitiveness in international trade of developing countries, especially those in Africa, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, as well as countries with economies in transition, and will assist transit developing countries, with their special challenges related to infrastructure and transport, by: (a) improving trade logistics policies, strengthening transport operations management and supporting the design and implementation of coherent transit systems; (b) assisting in the implementation of customs automation and trade facilitation programmes; (c) assisting in the development and implementation of appropriate institutional and legal frameworks for the facilitation of trade and transport; (d) supporting the active participation of developing countries in transport and trade facilitation negotiations; (e) promoting access to, and enhancing the capacity to develop and use, technology and knowledge; (f) contributing to the Partnership on Measuring Information and Communication Technologies for Development, launched at the eleventh session of UNCTAD; (g) contributing to the implementation of the World Summit on the Information Society action lines on capacity-building, enabling environment, e-business and e-science, in cooperation with other relevant international organizations, including by: (i) supporting the development of local teaching and research capacities in member countries' academic institutions; and (ii) fostering training and capacity-building aimed at policymakers and practitioners in the fields of trade and related areas of finance, technology, investment and sustainable development.

Subprogramme 5
Africa, least developed countries and special programmes

Objective of the Organization: To promote development of national policies and international support measures, which build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States, and other structurally weak, vulnerable and small economies), and their progressive and beneficial integration into the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased adoption of UNCTAD's practical policy recommendations to promote African development in the areas of trade and development	(a) Increased number of Member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of African development
(b) Increased consensus on and adoption of policies to address development problems of the least developed countries in the global economy	(b) Increased number of Member States reporting that they have adopted policy recommendations, research findings and conclusions provided by UNCTAD in the area of the development of least developed countries
(c) Enhanced integration of trade policies and priorities in the national development plans through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries	(c) Increased number of least developed countries that have made progress in mainstreaming trade policies and priorities into their national development plans and have implemented the action matrices of the Enhanced Integrated Framework
(d) Increased awareness of issues and policy options to alleviate the challenges faced by landlocked developing countries	(d) Increased number of landlocked developing countries benefiting from UNCTAD services in various areas of economic policy, with a particular focus on investment, productive capacities and competitiveness
(e) Increased awareness of small island developing State policymakers of issues and policy options to build development partnerships conducive to the adoption of relevant international support measures	(e) Increased number of small island developing States directly benefiting from UNCTAD services in various areas of economic policymaking with implications for resilience-building and structural transformation
(f) Increased awareness of the problems faced by structurally weak, vulnerable and small economies on the way of their integration into multilateral trading systems	(f) Increased number of structurally weak, vulnerable and small economies using UNCTAD recommendations and services to address their exposure to internal and external economic shocks

Strategy

10.16 The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. In order to attain the objective, the subprogramme will focus on identifying and promoting understanding of the economic development problems specific to the countries concerned, through policy analysis and research, and will play an advocacy role in promoting consensus in the international development community regarding the policy measures that best address those development problems. This will involve the identification of new issues and approaches, as well as greater interaction with research institutes in the least developed countries and with development partners. The subprogramme will also contribute to the implementation of and follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those set out in the Programme of Action for the Least Developed Countries for the Decade 2011-2020. The special programme under the subprogramme is aimed at helping landlocked developing countries to mitigate the adverse economic consequences of their geographical disadvantage through: (a) support for policymaking with a view to enhanced productive capacities and sound economic specialization; (b) helping small island developing States to enhance their resilience to external shocks and making steady socio-economic progress possible for most of them, and (c) instilling throughout UNCTAD a practice of devoting systematic attention to the problems of structurally weak, vulnerable and small economies, as referred to in paragraph 10 of the Accra Accord.

10.17 A major aim is to add value to current policy debates through practical policy recommendations and innovative thinking on current issues. Research outputs will be linked closely to the provision of advisory services, training, workshops and lectures, with a view to improving human and institutional capabilities and sensitizing development partners to the specific needs of developing countries and ways to meet those needs. In order to identify policy options at the national and international levels regarding the use of trade as a more effective tool for poverty eradication, the subprogramme will undertake research activities concerning the interlinkages between trade and poverty, as well as training and capacity-building programmes for local institutions. The subprogramme will continue to support countries in their efforts to benefit from their respective United Nations statuses and to integrate beneficially into the global economy and reduce poverty. This will involve support aimed at enhancing productive capacities and building resilience to adverse external influences. Technical cooperation outputs of the subprogramme will be focused on building capacities for national policymaking ownership and will include the linking of policy analysis and research work to policy ownership capacity-building support activities. Furthermore, they will be aimed at effective participation in and delivery of trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade Initiative.

10.18 In addition, the subprogramme will contribute to the implementation of the outcome of the Fourth United Nations Conference on the Least Developed Countries, for the decade 2011-2020; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, including the outcomes of their reviews. In order to ensure

coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned. Moreover, the subprogramme will promote throughout UNCTAD efforts to gain analytical insights into the problems faced by "other structurally weak, vulnerable and small economies", as referred to in paragraph 10 of the Accra Accord through the systematic coverage of such countries in relevant UNCTAD research and technical assistance.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To foster sustainable economic development and contribute to achieving the Millennium Development Goals in the developing and transition economies through trade and international business development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers	(a) (i) Increased number of export development strategies developed and implemented, including cases in which trade is integrated into national development strategies as a result of ITC support to enable decision makers to develop effective trade development programmes and policies (ii) Increased number of country networks having generated multilateral trading system-related activities through the support of ITC to enable decision makers to understand business needs and create an environment conducive to business; (iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, to enable decision makers to integrate business dimensions into trade negotiations
(b) Increased capacity of trade support institutions to support businesses	(b) (i) Increased number of trade support institutions having improved their ranking on the ITC trade support institutions benchmarking scheme through support provided by the Centre

	(ii) Increased number of policy proposals involving ITC support having been presented by technical support institutions to the competent authorities
(c) Strengthened international competitiveness of enterprises through ITC training and support	(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly
	(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export readiness, delivered directly or indirectly
	(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support

Strategy

10.19 The International Trade Centre bears substantive responsibility for the implementation of the subprogramme. Its strategic thrust is in line with the mandate entrusted to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognizes the Centre as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, including those set out in the Millennium Declaration, and on the follow-up to the 2005 World Summit Outcome. It will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the Declaration of Principles and the Plan of Action of the Geneva Phase of the World Summit on the Information Society. The subprogramme will play an important role in furthering the implementation of the Doha and Hong Kong, China, ministerial declarations of the WTO, in particular by involving the business community in trade negotiations and explaining to it the implications of the multilateral trading system for the business sector.

10.20 The strategic objective of the subprogramme is to help developing countries and countries with economies in transition to enhance their international competitiveness, increase exports and improve import operations, with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned during the biennium 2010-2011. In its continued efforts to address the Millennium Development Goals, the subprogramme will scale up its innovative approaches to link poor producers to global value chains and international markets to ensure the sustainability of poverty reduction initiatives. Focus will be placed on work with small and medium-sized enterprises in sectors with opportunities for strong backward linkages with the informal sector. Priority will be given to the

development of innovative forms of cooperation and alliances with new partners, including the corporate sector, academia, non-governmental organizations and other development actors to address sustainable trade development for the achievement of the Millennium Development Goals, through, in particular, enhanced partnerships in the areas of poverty reduction and women's empowerment. The subprogramme will continue to involve its country programme partners in monitoring progress towards the Millennium Development Goals, targets and indicators, and in measuring results and the contributions of ITC to the achievement of the Goals.

10.21 In order to achieve its expected accomplishments, ITC will pursue its mission by enabling small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers. The Centre will focus its activities on the following five main strategies: (a) export strategy, to further enable decision makers to set priorities to design and implement coherent export development plans that reflect the dynamic requirements of the market; (b) business in trade policy, to reinforce the Centre's efforts to enable policymakers to integrate the business dimension into trade policies, as well as regional and multilateral negotiations, resulting in capacities created to design and implement trade policies that reflect business needs; (c) the strengthening of trade support institutions, to enable them to deliver enhanced services to small and medium-sized enterprises and Governments, resulting in the greater export impact of such enterprises and the ability of trade support institutions to provide sustainable trade capacity-building; (d) trade intelligence, to continue to build the capacity of clients in the production of trade information and customized trade analysis, using ITC products and tools, enabling policymakers, trade support institutions and small and medium-sized enterprises to make better-informed decisions, and trade support institutions to produce and disseminate trade intelligence services effectively; and (e) exporter competitiveness, to enable existing and potential small and medium-sized exporting enterprises to strengthen their export performance and increase their market share, resulting in enterprises that understand market constraints and are able to design products and implement successful international marketing approaches.

10.22 Additional partnerships and key strategic alliances will continue to be sought to complement the fields of expertise of ITC and to allow for increased delivery in sectors and regions where demand has surpassed the ability of the Centre to deliver. In order to achieve greater impact, the Centre will continue to develop larger integrated programmes with a critical mass and based on countries' needs. Partnerships, which are critical to success, will be strengthened with existing and new donors and with other international organizations such as UNCTAD and WTO, to which the Centre is organically linked, as well as the United Nations Industrial Development Organization, the World Bank, the regional development banks, the African Union, the United Nations regional commissions and the United Nations country programmes.

Legislative mandates

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly
2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
60/1	2005 World Summit Outcome
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/188	International trade and development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/220	Operational activities for development of the United Nations system
64/221	South-South cooperation
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation

Trade and Development Board resolutions

TD/386	Plan of Action
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement
TD/412	Report of the United Nations Conference on Trade and Development on its eleventh session
TD/442	Report of the United Nations Conference on Trade and Development on its twelfth session
TD/B (S-XXIII)/7	Agreed outcome of the midterm review

Subprogramme 1
Globalization, interdependence and development

General Assembly resolutions

63/206	External debt and development: towards a durable solution to the debt problems of developing countries
64/190	International financial system and development
64/191	External debt sustainability and development
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence

Subprogramme 3
International trade

General Assembly resolutions

57/253	World Summit on Sustainable Development
64/188	International trade and development
64/192	Commodities
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Subprogramme 4
Technology and logistics

General Assembly resolutions

60/252	World Summit on the Information Society
64/187	Information and communication technologies for development
64/212	Science and technology for development

Subprogramme 5
Africa, least developed countries and special programmes

General Assembly resolutions

58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
63/227	Implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/213	Fourth United Nations Conference on the Least Developed Countries
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 6
Operational aspects of trade promotion and export development

General Assembly resolutions

2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
57/253	World Summit on Sustainable Development
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
60/1	2005 World Summit Outcome

60/252	World Summit on the Information Society
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/206	External debt and development: towards a durable solution to the debt problems of developing countries
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/187	Information and communication technologies for development
64/188	International trade and development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/190	International financial system and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/210	Role of the United Nations in promoting development in the context of globalization and interdependence
64/212	Science and technology for development
64/213	Fourth United Nations Conference on the Least Developed Countries
64/214	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/221	South-South cooperation
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes

Trade and Development Board resolutions

TD/386	Plan of Action
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement
TD/412	Part I: UNCTAD XI — The Spirit of São Paulo
	Part II: The São Paulo Consensus
TD/442	Report of the United Nations Conference on Trade and Development on its twelfth session
TD/B (S-XXIII)/7	Agreed outcome of the midterm review
TD/L.413	The Accra Declaration
TD/L.414	The Accra Accord

World Trade Organization resolutions (subprogramme 6)

WT/MIN (01)/DEC/1	Ministerial Declaration
WT/MIN/05/DEC	Doha Work Programme: Ministerial Declaration

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Proposed strategic framework for the period 2012-2013

Part two: biennial programme plan

Programme 11
Environment

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Overall orientation

11.1 The principal responsibility for the environment within the United Nations system is vested with the United Nations Environment Programme (UNEP). The mandate for UNEP derives from General Assembly resolution 2997 (XXVII), by which the Assembly established the Governing Council of UNEP, the Environment secretariat and the Environment Fund. The Governing Council, in its decision 19/1, clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the Assembly subsequently endorsed in the annex to its resolution S/19-2. The Assembly elaborated further on the role of UNEP in its resolution 53/242.

11.2 The Governing Council, in its decision SS.VII/1 on international environmental governance, reiterated the need for a strengthened UNEP with a stronger science base and, among other things, called for increased capacity-building and technology support by UNEP to developing countries and countries with economies in transition, improved coordination among multilateral environmental agreements and enhanced United Nations system-wide coordination and cooperation. The Assembly, most recently in its resolution 64/204, reaffirmed the role of UNEP as the principal body within the United Nations system in the field of the environment, and underlined the need to further advance and fully implement the Bali Strategic Plan for Technology Support and Capacity-building with a view to achieving its objectives in the areas of capacity-building and technology support for developing countries and countries with economies in transition, and in that regard, welcomed the decision to mainstream the Bali Strategic Plan as an integral part of UNEP's medium-term strategy for the period 2010-2013.

11.3 In its decision 24/9, the Governing Council requested the preparation of a medium-term strategy for 2010-2013 with clearly defined vision, objectives, priorities and impact measures and a robust mechanism for review by Governments. Guided by the scientific evidence, including findings in the Global Environment Outlook and priorities emerging from global and regional forums, six cross-cutting thematic priorities were identified in formulating the UNEP medium-term strategy for 2010-2013, in order to provide greater results orientation and strategic direction to the work of UNEP in the future. Following an extensive consultative process with the UNEP Committee of Permanent Representatives, the UNEP Governing Council/Global Ministerial Environment Forum, at its tenth special session, in February 2008, adopted decision SS.X/3, in which it welcomed the medium-term strategy for 2010-2013 and authorized the Executive Director to use it in formulating the UNEP biennial programme plan. In its decision 25/13, the Governing Council approved the biennial programme plan for 2010-2011, ensuring consistency with the UNEP medium-term strategy for 2010-2013. The strategic framework for the period 2012-2013 takes into account UNEP's overarching medium-term strategy for 2010-2013 and provides a continuum of work from the 2010-2011 biennium, therefore maintaining the same six subprogrammes, and to the extent possible the expected accomplishments for achieving the objectives in the medium-term strategy.

11.4 Lessons learned in implementing the 2010-2011 programme plan will be critical in improving the delivery of the UNEP medium-term strategy. The programme will continue to be implemented during the biennium 2012-2013 through the existing UNEP divisions, which will provide cohesion and mutual

support to cross-cutting professional practices, such as those in the areas of science, law, economics and communication. The institutional reforms that UNEP has undertaken will be maintained in the 2012-2013 biennium. These reforms include a matrix approach to implementing the programme of work, in which divisions and regional offices identify and deliver common organization-wide objectives in each of six thematic areas and in line with regional and national priorities. The organization will make use of an accountability framework to ensure clarity in roles, responsibilities and deliverables. A monitoring policy and an evaluation policy will form the basis of the plans to be implemented in the biennium. The concept and goals of the green economy will continue to provide an overarching framework that offers strategic coherence across the six thematic priorities. In addition, UNEP will continue to strengthen its partnerships with key partners, such as the Global Environment Facility (GEF), the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO), the World Bank, regional development banks, science-based networks and major groups. These institutional strategies and policies and the approaches embodied within them will strengthen results-based management in UNEP and increase management accountability for programme delivery and resource utilization, while at the same time ensuring that relevant sector expertise benefits all subprogrammes.

11.5 The broader international policy environment and the United Nations reform processes are of significant relevance to the work of UNEP. In that regard, the Johannesburg Plan of Implementation, other outcomes of the World Summit on Sustainable Development and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, provide a clear direction. The Millennium Development Goals, the outcomes of the nineteenth session of the Commission on Sustainable Development, in 2011, and the United Nations Conference on Sustainable Development to be held in 2012, among others, are expected to be of particular relevance to UNEP's activities and possibly have an impact on its work programme.

11.6 The world faces unprecedented environmental change, which presents both challenges and opportunities. Mounting scientific evidence shows that ecosystems are under unprecedented pressure and that prospects for sustainable development are consequently under serious threat. UNEP, through the Global Environment Outlook process, will continue to conduct comprehensive, integrated and scientifically credible global environmental assessments. To secure the environmental conditions for prosperity, stability and equity, responses that are timely and proportionate to the scale of the environmental challenges will be required. In creating such responses, Governments, the international community, the private sector, civil society and the general public all have an important role to play. UNEP will strive to fulfil its role in articulating, facilitating and supporting appropriate responses to those environmental challenges and opportunities, mindful of the roles of other organizations involved in sustainable development and the specific situations of countries.

11.7 Within the framework of its medium-term strategy for 2010-2013, UNEP will continue to focus its efforts during the biennium 2012-2013 on the six cross-cutting thematic priorities, namely climate change, disasters and conflicts, ecosystem management, environmental governance, harmful substances and hazardous waste, and resource efficiency and sustainable consumption and production, as defined below in paragraphs 11.9 to 11.14.

11.8 Consistent with its mandate and its comparative advantage, UNEP will exercise its distinctive role in environmental leadership within the cross-cutting thematic priority areas by catalysing and promoting international cooperation and action; providing early warning and policy advice based on sound science; facilitating the development, implementation and evolution of norms and standards; supporting the development of international and national policy and law; developing coherent interlinkages among international environmental conventions; and delivering technology support and capacity-building services in line with country priorities. Of paramount importance will be UNEP's work with the secretariats of the multilateral environmental agreements to help them support countries to implement the related objectives and commitments. Paragraphs 11.15 to 11.17 below further elaborate key elements of the UNEP strategy in implementing the programme.

11.9 *Climate change*. Within the framework of the United Nations approach to addressing climate change, UNEP will help to strengthen the ability of countries, specifically the most vulnerable, to build climate resilience and to support countries to move onto low carbon emission development pathways. UNEP will conduct scientific assessments, provide policy and legislative advice and undertake pilot interventions with a focus on three priority areas: (a) ecosystem-based adaptation: building climate resilience through ecosystem-based measures; (b) reducing emissions from deforestation and forest degradation (REDD plus): helping countries to factor in co-benefits of REDD plus (and other terrestrial carbon sequestration) to enhance the overall sustainability of REDD plus and to reduce risks to its sustainability; and (c) clean technology readiness: supporting the development of country readiness for clean technology uptake. UNEP will emphasize the synergies between development and climate policies and the co-benefits of climate change actions and their contribution to environmental sustainability.

11.10 *Disasters and conflicts*. UNEP will build national capacities to minimize threats to human well-being from the environmental causes and consequences of existing and potential natural and man-made disasters and raise awareness of conflict-related risks in the context of General Assembly resolution 58/209, by adopting an integrated approach spanning three key operational pillars, namely: vulnerabilities and risk reduction; emergency response and recovery; and mainstreaming the environment. Within those pillars, UNEP will emphasize the importance of addressing environmental risks and vulnerabilities as a prerequisite of sustainable development. UNEP will seek to integrate environmental management needs within recovery plans of the relevant United Nations actors.

11.11 *Ecosystem management*. UNEP will facilitate a cross-sectoral, integrated approach to ecosystem management to reverse the decline in ecosystem services and improve ecosystem resilience with respect to such external impacts as habitat degradation, invasive species, climate change, pollution and overexploitation. UNEP will continue to catalyse integrated approaches for the assessment and management of freshwater, terrestrial, coastal and marine systems. In facilitating a more integrated approach, UNEP will draw upon its knowledge base and on integrated environmental assessments for more effective management of natural systems on multiple scales and across sectors through technical and institutional capacity-building. UNEP will promote adaptive management, participatory decision-making and sustainable financing through payments for or investments in ecosystem

services in order to address the drivers of ecosystem change that reverse degradation and increase ecosystem resilience.

11.12 *Environmental governance*. The work of UNEP in this area will be particularly guided by Governing Council decision SS.VII/1 on international environmental governance. At the global level, the UNEP secretariat will support the Governing Council/Global Ministerial Environment Forum in exercising its central role in international decision-making processes for environmental governance and in setting the global environmental agenda. UNEP will: (a) prioritize its efforts to develop United Nations system-wide coherence and cooperation in the field of the environment, including through policy inputs on environmental governance in the United Nations System Chief Executives Board for Coordination and other inter-agency forums and through full use of the Environmental Management Group; (b) cooperate with multilateral environmental agreements and support collaboration among them to facilitate their effective implementation, and partner with the governing bodies and secretariats of other intergovernmental processes to enhance mutually supportive regimes between the environment and other related fields; (c) continue to promote international cooperation and action based on sound science, support science-based policymaking and catalyse international efforts to pursue the implementation of internationally agreed objectives; (d) strengthen support for the engagement of non-governmental stakeholders and civil society in environmental governance at all levels; and (e) support Governments in establishing, implementing and strengthening institutions and laws to enhance environmental governance for achieving sustainable development, particularly through mainstreaming the environment into other sectoral policies and making full use of the United Nations Development Group platform, consistent with United Nations reform efforts.

11.13 *Harmful substances and hazardous waste*. As a part of wider United Nations efforts to lessen the environmental and health impacts of harmful substances and hazardous waste, UNEP will: (a) prioritize the establishment of strategic alliances with all stakeholders; (b) promote chemical safety within a coherent life cycle approach and in accordance with the objectives of the Strategic Approach to International Chemicals Management adopted in Dubai in February 2006; (c) support the development and evolution of internationally agreed chemical management regimes, in respect of which the establishment of a regime on mercury will be a distinct area of UNEP's work in the biennium; (d) service the Strategic Approach to International Chemicals Management process and implement its environmental component, and assist countries in increasing their capacities for sound management of chemicals and hazardous waste; (e) support initiatives related to the management of specific chemicals of global concern, such as mercury, persistent organic pollutants and other substances covered by multilateral environmental agreements; and (f) address emerging issues related to chemicals and hazardous waste and continue to participate in initiatives such as the Partnership for Clean Fuels and Vehicles.

11.14 *Resource efficiency and sustainable consumption and production*. UNEP will promote reforms in Government policies, changes in private sector management practices and decisions and increased consumer awareness as means to reduce the impact of economic growth and development on resource depletion and environmental degradation. While the conceptual thinking underpinning the green economy is embedded within other subprogrammes, the concept of the green

economy is integral to the work of this subprogramme. UNEP will: (a) strengthen the scientific base for public and private decision-making; (b) advise Governments and the private sector on policies and actions to increase resource efficiency and reduce pollution based on a product life cycle approach; (c) promote the application of environmental management approaches, environmentally sound technologies, integrated waste management and public-private partnerships to create more sustainable product life cycles and supply chains; (d) increase consumer awareness of sustainable consumption and production to influence their choices of goods and services; (e) prioritize its support to the 10-year framework of programmes on sustainable production and consumption under the Marrakech Process; and (f) work with its network of partners to monitor progress and implement collaborative initiatives on resource efficiency and sustainable production and consumption.

11.15 The strategy to be followed in implementing the programme will be consistent with the UNEP mandate and comparative advantage. Scientifically credible environmental monitoring and assessments will continue to provide the foundation upon which UNEP will deliver on the cross-cutting thematic priorities. That approach will promote the role of science in priority setting and informed decision-making. UNEP will inspire and promote environmental action and innovation between Governments, United Nations partner entities, the private sector and civil society, including scientific communities and marginalized groups. It will facilitate international cooperation and the provision of broad policy guidance in the field of the environment, including through the Governing Council/Global Ministerial Environment Forum process at the global level and by supporting the regional and subregional ministerial and other intergovernmental processes.

11.16 Furthermore, UNEP will continue to strengthen the role of national environmental authorities in development and economic planning processes and will facilitate the integration of environmental considerations in national sectoral policies, planning processes and development programmes. It will catalyse multi-stakeholder processes to bring Governments, business and civil society together to develop and improve the implementation of legislative and voluntary measures and economic incentives relevant to the environment and corporate practices. UNEP will work to enhance access by developing countries and countries with economies in transition to equitable and sustainable financing for environmental action from both public and private sources, including market-based mechanisms.

11.17 The biennium 2012-2013 will see a continued impetus to deliver on the Bali Strategic Plan, building on the results achieved in the 2010-2011 biennium. Capacity-building and technology support will run through the implementation of all cross-cutting thematic priority areas and will thus constitute an integral part of all subprogrammes. The delivery of the Bali Strategic Plan at the national and regional levels will be coordinated through UNEP regional offices, and UNEP will build strategic alliances with partners from within the United Nations family and increasingly from civil society and the private sector to extend its reach at national and regional levels and to catalyse action. Furthermore, UNEP will strongly promote and facilitate South-South cooperation as one of the key mechanisms for implementing the Bali Strategic Plan for Technology Support and Capacity-building.

11.18 The programme will be implemented through the UNEP institutional structure, consisting of the six existing divisions and a network of six regional offices, by drawing on their areas of specialization, strategic presence and capacity to deliver at the regional level. It is likely that elements of this approach, and UNEP's institutional structure, may change as lessons are learned during the implementation of the 2010-2011 programme plan. These changes will be factored into the discussion of lessons learned and in due course the strategic framework for 2012-2013 may need to be amended. The Division of Technology, Industry and Economics leads subprogramme 1, subprogramme 5 and subprogramme 6. The Division of Environmental Policy Implementation leads subprogrammes 2 and 3. The Division of Environmental Law and Conventions leads subprogramme 4. The Division of Early Warning and Assessment is responsible for the provision of a sound science base across all subprogrammes and supports the Chief Scientist function. The Division of Regional Cooperation, through the regional offices and associated country offices, is responsible for identifying regional and national priorities, ensuring that they inform the development and implementation of the programme of work, and providing strategic guidance, coordination and cohesion of delivery of UNEP work at the regional, subregional and country levels. The Division of Communications and Public Information is responsible for outreach and the production of publications for all subprogrammes.

11.19 UNEP will pursue the enhanced delivery of the programme through a number of processes and partnerships. In the context of United Nations system-wide coherence, UNEP will engage with the United Nations Development Group to strengthen the systematic integration of environmental sustainability in United Nations country programming. UNEP will also work with a full range of stakeholders and partners, including civil society, the private sector and bilateral aid agencies, building on their respective resources, expertise and comparative advantages. It will seek closer cooperation between its substantive programme and the work of the United Nations Scientific Committee on the Effects of Atomic Radiation, for which it provides support to its secretariat.

11.20 UNEP will continue to integrate gender equality and equity into all its policies, programmes and projects with special attention given to the role of women in environmental policymaking, environmental management and early warning and disaster management. The UNEP commitment to mainstream gender equality and equity in its programmes will continue to be extended to its work with partners and other agencies, funds and programmes of the United Nations system.

11.21 As an implementing agency of the Global Environment Facility, UNEP will continue to provide assistance to eligible countries to develop and implement projects in the six focal areas of the Facility, in accordance with the guidance from the governing bodies of the multilateral environmental agreements for which the Global Environment Facility serves as a funding mechanism. UNEP will primarily focus on the areas of its mandate, and special attention will be given to the needs of African countries, least developed countries and small island developing States. UNEP will continue to provide scientific and technical advice to the Facility on its policies and programmes and will continue to host the Scientific and Technical Advisory Panel of the Facility.

Subprogramme 1
Climate change

Objective of the Organization: To strengthen the ability of vulnerable countries to build climate resilience and to support countries to move onto low carbon emission development pathways

Expected accomplishments	Indicators of achievement
(a) Ecosystem-based adaptation is incorporated into country development planning and policymaking based on scientific assessments, policy and legislative advice and lessons learned from pilot projects supported by UNEP and ecosystem-based adaptation experiences showcased at the global level	(a) Increased number of countries that integrate ecosystem-based adaptation into their national development plans
(b) Low carbon and clean energy alternatives are increasingly adopted, inefficient technologies are phased out and economic growth and greenhouse gas emissions are decoupled by countries based on technical and economic assessments, policy advice, legislative support and catalytic financing mechanisms	(b) Increased number of countries with low carbon alternatives strategies and energy plans with explicit renewable energy or energy efficiency policies
(c) National access to climate change finance is facilitated and successful innovative financing mechanisms are assessed and promoted at the global level	(c) Increased level of national investment in clean technology projects
(d) Reduction in deforestation and land degradation with countries moving towards sustainable forest management, conservation and full terrestrial carbon accounting based on the removal of policy, financial and institutional barriers and other drivers of deforestation, and taking fully into account co-benefits and safeguards	(d) (i) Increased number of countries implementing plans to reduce emissions from deforestation and degradation (REDD plus) (ii) Increased percentage of land being managed to reduce emissions from deforestation as a result of implementation of REDD plus plans
(e) Increased access of target audiences to relevant climate change assessments and information for decision-making and long-term planning	(e) (i) Increased number of sector specific local, national and regional development plans that incorporate climate-related assessment (ii) Increased number of findings or results from UNEP climate change work in press and media

Strategy

11.22 Responsibility for the coordination of the subprogramme on climate change rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other

UNEP divisions. The strategy, which is complementary to the processes and work of other institutions, including the United Nations Framework Convention on Climate Change and its Kyoto Protocol and partnerships such as with UNDP, the United Nations Industrial Development Organization (UNIDO), the Global Environment Facility, the World Bank, FAO, the Intergovernmental Panel on Climate Change secretariat, the new International Renewable Energy Agency (IRENA) and other partners, will be as follows:

(a) To help countries, in particular developing countries, to reduce vulnerability and build resilience to the impacts of climate change by building and strengthening national institutional capacities for vulnerability assessment and knowledge management and adaptation planning and by supporting national efforts to incorporate ecosystem-based adaptation measures into country development planning and policymaking;

(b) To facilitate the transition by countries, in particular developing countries, to low carbon development pathways with emphasis on supporting their readiness for clean technology uptake, taking into consideration the work of IRENA and UNIDO. This will be achieved by building strategic partnerships and engaging the private sector to improve energy efficiency, accelerating the development of markets for renewable energy technologies and promoting access to cleaner energy. In addition, UNEP will provide support to United Nations entities with a view to making the United Nations system climate neutral;

(c) To facilitate access by countries, in particular developing countries, to climate change financing for clean technologies and to support both public and private financing mechanisms;

(d) To support national processes for REDD plus readiness and contribute to the development and implementation of national REDD plus strategies, including the provision of technical advice on ways to address deforestation and forest degradation and methods and tools for measuring and monitoring greenhouse gas emissions and forest carbon flows; to help countries to factor in co-benefits of REDD plus (and other terrestrial carbon sequestration); to enhance the overall sustainability of REDD plus and reduce the risks to it; to promote REDD plus financing and help countries to access financial and technical support; to promote and facilitate broad-ranging consultations among stakeholders, including indigenous peoples and other forest-dependent communities; and to help establish linkages with existing national programmes in the areas of governance, development, poverty reduction, food security and natural resource management;

(e) To improve the understanding of climate change science and its use in sound policymaking by actively conveying the results of Intergovernmental Panel on Climate Change assessments and special reports and other scientific information targeted to specific audiences, improving the understanding of greenhouse gas emissions from deforestation and forest degradation, and providing scientific, legal and institutional support to developing country institutions and officials who participate in climate change negotiations;

(f) To improve the general understanding of climate change by communicating key messages regarding climate change in clear and understandable ways to different target audiences such as national level policymakers, negotiators,

civil society and the private sector, including those aimed at influencing consumer choices.

Subprogramme 2
Disasters and conflicts

Objective of the Organization: To minimize environmental threats to human well-being from the environmental causes and consequences of existing and potential natural and man-made disasters

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of Member States for environmental management in order to contribute to natural and man-made disaster risk reduction	(a) Increased percentage of investment in initiatives using national environmental management capacities for risk reduction
(b) Rapid and reliable environmental assessments following conflicts and disasters as requested	(b) Increased percentage of inter-agency post-crisis needs assessments and national recovery plans that identify, prioritize and cost environmental needs
(c) Improved environmental management and sustainable use of natural resources that have built upon the inter-agency post-crisis assessment and recovery process	(c) Increased percentage of the total long-term relief and post-crisis recovery funding focused on environment and natural resource management and associated livelihood projects

Strategy

11.23 Responsibility for the implementation of the subprogramme on disasters and conflicts rests with the Division of Environmental Policy Implementation. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, which will also be implemented in partnership with the specialized agencies, funds and programmes of the United Nations system, Secretariat departments, relevant inter-agency planning processes and other regional partners, including but not limited to the Office for the Coordination of Humanitarian Affairs, UNDP, the International Strategy for Disaster Reduction, the United Nations Human Settlements Programme, FAO, the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees, the United Nations Development Group, the Peacebuilding Commission, the World Bank and the Organization for Security and Cooperation in Europe, will be as follows:

(a) Within the existing mandates of UNEP, to assist vulnerable or crisis-affected countries and communities by providing environmental expertise, with particular attention paid to vulnerable groups (such as women and children) and highly vulnerable ecosystems such as drylands and lands contaminated by radiation, in vulnerabilities and risk reduction services, as well as emergency response and recovery operations at the subregional, national and subnational levels, including through the following:

(i) Policy guidance and assistance in developing and implementing legislative and institutional frameworks for improved environmental management at the national and subregional levels, contributing to risk reduction;

(ii) Addressing acute environmental risks in disaster or post-conflict response operations and providing early warning to minimize the adverse effects on human life and the environment, and integrating environmental considerations into recovery programmes to minimize the negative impact on the degraded environment;

(b) Upon request by Member States, to provide early warning on environmental risks, data and expertise on sustainable management of transboundary and shared natural resources related to relevant initiatives led by the United Nations;

(c) To contribute to global policy development by mainstreaming environmental lessons learned and best practice into the relevant conflict and disaster policy and planning processes at the global level.

Subprogramme 3
Ecosystem management

Objective of the Organization: To ensure that countries utilize the ecosystem approach to enhance human well-being

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes	(a) Increased number of national and regional development planning processes that consider ecosystem services as a component for development
(b) Countries and regions have the capacity to utilize and apply ecosystem management tools	(b) (i) Increased number of countries addressing ecosystem degradation through the application of UNEP-supported ecosystem management tools (ii) Increased area of terrestrial or aquatic ecosystems managed to maintain or restore ecosystem services
(c) Strengthened capacity of countries and regions to realign their environmental programmes to address degradation of selected priority ecosystem services	(c) Increased number of national and regional planning instruments that include commitments and targets to integrate ecosystem management at the national, regional and sectoral levels

Strategy

11.24 Responsibility for the implementation of the subprogramme on ecosystem management rests with the Division of Environmental Policy Implementation. Given the interdisciplinary nature of the subprogramme, the Division will play a

coordinating role ensuring that the work programme is executed in close collaboration with other UNEP divisions and external partners. The strategy responds to the Convention on Biological Diversity ecosystem approach, which calls for the conservation of ecosystem structures and functioning in order to maintain ecosystem services. It also responds to the call for a follow-up to the Millennium Ecosystem Assessment, recognizing that ownership by countries of the approach, its methodology and its recommendations must be improved. The strategy, in partnership with relevant United Nations entities, other international organizations, the scientific community and data providers, the private sector, civil society and other stakeholders, such as UNDP, FAO, the Global Environment Facility, the World Bank and other Millennium Ecosystem Assessment partners, will be as follows:

(a) To influence planning and assistance frameworks at the regional and national levels so that they incorporate a cross-sectoral, integrated approach focusing on ecosystem services. The subprogramme will promote awareness of the interlinkages between humans and their impacts on ecosystems, as well as the benefits people derive from ecosystems and their services. It will facilitate institutional, policy, economic and governance changes necessary to enable cross-sectoral and, when relevant, transboundary cooperation for the management of ecosystems;

(b) The poor rely directly on ecosystem goods and services for their livelihood. Particular attention will therefore be given to equity issues (including, but not limited to, access and benefit sharing) and how vulnerable and disadvantaged communities could be compensated or rewarded for their ecosystem stewardship;

(c) To build the capacities of regional, subregional, national and local entities to assess degradation, in order to slow down or reverse this trend while managing ecosystems for resilience. This implies that particular attention will be given to ecosystem functioning and the role of biodiversity. Priority will also be given to improving mechanisms for strengthening the science policy interface in the biodiversity-related multilateral environmental agreements. The subprogramme will develop, adapt and test a number of ecosystem management tools such as integrated water resources management, ecosystem restoration, decision-making tools (including scenarios and trade-off analysis) and adaptive management tools. It will demonstrate how to measure the economic value of ecosystem services and how to apply these values to decision-making and to the design of economic instruments such as incentives and sustainable financing mechanisms. Integrated assessments will be conducted in the framework of the Millennium Ecosystem Assessment follow-up initiative and further economic valuation will be conducted as a follow-up to the Economics of Ecosystem Services and Biodiversity project. The capacity of countries to assess biodiversity that is critical to ecosystem functioning will be strengthened. Catalysing large-scale action to protect ecosystem resilience and functioning will be a priority. Special attention will be given to the restoration of highly degraded terrestrial ecosystems and to the development of ecological corridors that will increase the ability of ecosystems and biodiversity to adapt to climate change;

(d) This work will be accomplished through building upon successful existing UNEP ecosystem programmes, such as the Global Programme of Action for

the Protection of the Marine Environment from Land-based Activities and the freshwater programme based on integrated water resources management. Delivery will also be assisted by cooperation with other initiatives, including support to the Convention on Biological Diversity, the global environmental outlook process, the Poverty and Environment Initiative (which also features in other subprogrammes), the Economics of Ecosystem Services and Biodiversity project and the follow-up strategy for the Millennium Ecosystem Assessment.

Subprogramme 4
Environmental governance

Objective of the Organization: To ensure that environmental governance at the country, regional and global levels is strengthened to address agreed environmental priorities

Expected accomplishments	Indicators of achievement
(a) The United Nations system, respecting the mandate of each entity, progressively achieves synergies and demonstrates increasing coherence in international decision-making processes related to the environment, including those under multilateral environmental agreements	(a) (i) Increased number of coordinated approaches to environmental issues targeted by UNEP that are addressed in a complementary manner by other United Nations entities and multilateral environmental agreements (ii) Increased number of inter-agency partnerships and joint initiatives between UNEP and other United Nations entities to tackle complementary environmental issues of common interest (iii) Increased number of environmental issues addressed under the Environmental Management Group, the Chief Executives Board for Coordination and United Nations Development Group that are being acted upon by partner United Nations entities (iv) Increased number of joint initiatives undertaken by multilateral environmental agreement secretariats and UNEP under the umbrella of UNEP showing progress towards measurable environmental outcomes
(b) Enhanced capacity of States to implement their environmental obligations and achieve their environmental goals, targets and objectives through strengthened institutions and the implementation of laws	(b) (i) Increased number of States implementing laws to improve compliance with environmental goals and targets as agreed at the relevant United Nations summits and conferences and the conferences of parties to multilateral environmental agreements

	(iii) Increased number of international organizations that demonstrate progress towards measurable environmental outcomes after applying UNEP policy guidance in the area of the environment
(c) National development processes and United Nations common country programming processes increasingly mainstream environmental sustainability into the implementation of their programmes of work	(c) (i) Increased number of United Nations country teams that successfully mainstream environmental sustainability into common country assessments and United Nations Development Assistance Frameworks
	(ii) Increased percentage of United Nations Development Assistance Frameworks in countries where UNEP has intervened that present a coherent environment and development package
(d) Improved access by national and international stakeholders to sound science and policy advice for decision-making	(d) Increased number of UNEP-led or UNEP-supported environmental assessments cited in academic writings or leading newspapers

Strategy

11.25 Responsibility for the implementation of the subprogramme on environmental governance rests with the Division of Environmental Law and Conventions. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, which is guided by Governing Council decision SS.VII/1 on international environmental governance, to be implemented with partners such as UNDP, FAO, the United Nations Institute for Training and Research (UNITAR), the United Nations University, the World Bank, regional development banks and secretariats of global and regional multilateral environmental agreements, will be as follows:

(a) To support coherent international decision-making processes for environmental governance, the subprogramme will assist the Governing Council/Global Ministerial Environment Forum to promote international cooperation in the field of the environment and set the global environmental agenda. It will keep the state of the environment under review on a regular basis through authoritative assessment processes and identify emerging issues. The objective is to support sound science-based decision-making at the national and international levels, including processes such as the process leading to the United Nations Conference on Sustainable Development in 2012 (RIO+20). Cooperation will be carried out with multilateral environmental agreements, and support provided for collaboration among them for their effective implementation, respecting the mandate of each entity. Partnerships with the governing bodies and secretariats of other intergovernmental processes will be pursued to enhance mutually supportive regimes between the environment and other related fields. At the inter-agency level, the subprogramme will provide support and policy inputs on environmental governance in the Chief Executives Board for Coordination and other inter-agency

forums and will make use of the Environmental Management Group to promote joint action by all organizations and multilateral environmental agreement secretariats;

(b) To catalyse international efforts to pursue the implementation of internationally agreed objectives, the subprogramme will support the efforts for further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments identified in the outcomes of United Nations summits and conferences, especially through the implementation of the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme);

(c) To support regional, subregional and national environmental governance processes and institutions, the subprogramme will support regional ministerial and other intergovernmental forums related to the environment and assist in the implementation of their programmes of action. It will support the efforts of Governments to further develop and strengthen their national, subregional and regional policies, laws and institutions underpinning environmental governance and their infrastructures for environmental management. It will also support the efforts of Governments to develop and strengthen their capacity for environmental data and knowledge management and assessment at the national, subregional and regional levels in order to provide a sound basis for environmental governance. Furthermore, the subprogramme will strengthen its support for the engagement of non-governmental stakeholders and civil society in environmental governance at all levels;

(d) To promote and support the environmental basis for sustainable development at the national level, the subprogramme will support Governments in mainstreaming the environment in their development planning processes, including through the UNEP-UNDP Poverty and Environment Initiative. It will also assist Governments and United Nations country teams to ensure their environmental considerations are incorporated into common country assessments, United Nations Development Assistance Frameworks and their associated implementation programmes, including by making full use of the United Nations Development Group platform. In both cases, it will do so in a manner consistent with United Nations reform (including "Delivering as one") and the international aid architecture, such as the Paris Declaration on Aid Effectiveness: Ownership, Harmonization, Alignment, Results and Mutual Accountability. The UNDP-UNEP memorandum of understanding will be a key framework for providing such country-level support. It will improve UNEP's strategic presence in regions to support Governments and United Nations country teams in addressing environmental governance and will strengthen its engagement with other specialized agencies, funds and programmes of the United Nations system, as well as departments and regional partners.

Subprogramme 5
Harmful substances and hazardous waste

Objective of the Organization: To minimize the impact of harmful substances and hazardous waste on the environment and human beings

Expected accomplishments	Indicators of achievement
(a) Increased capacities of States and other stakeholders to assess, manage and reduce risks to human health and the environment posed by chemicals and hazardous waste	(a) (i) Increased number of countries and stakeholders implementing policies in sound management of chemicals and hazardous waste (ii) Increased number of countries that have market-based incentives and business policies and practices promoting environmentally friendly approaches and products aiming at reduced releases of and exposures to harmful chemicals and hazardous waste
(b) Enhanced management of harmful substances and hazardous waste based on coherent international policy and technical advice provided to States and other stakeholders	(b) (i) Increased number of Governments and other stakeholders showing reductions in harmful substances and hazardous waste as a result of applying UNEP guidelines and tools on assessment, management and replacement of hazardous chemicals and waste management (ii) Increased number of international subregional and regional organizations applying UNEP guidance on harmful substances and hazardous waste (iii) Increased number of intergovernmental, regional and national policymaking processes that consider, address and monitor the environmental, economic, social and human health impacts of harmful substances and hazardous waste
(c) Appropriate policy and control systems for harmful substances of global concern are developed and being implemented in line with international obligations of States and mandates of relevant entities	(c) (i) Agreement is reached at the international level on the means of addressing mercury (ii) Increased number of countries with control systems and policies being implemented to meet their international obligations with regard to harmful substances and hazardous waste

(iii) Increased number of countries showing reductions in harmful substances and hazardous waste as a result of their control systems and policies

Strategy

11.26 Responsibility for the implementation of the subprogramme on harmful substances and hazardous waste rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. The strategy, within the wider United Nations efforts to lessen the environmental and health impacts of chemicals and hazardous waste, and to be implemented with organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals (UNIDO, UNITAR, FAO, International Labour Organization, WHO and the Organization for Economic Cooperation and Development), the Global Environment Facility and others, will be as follows:

(a) To help countries to increase their capacities for sound management of chemicals and hazardous waste within a life cycle approach. Subprogramme support will cover data collection, the assessment and management of chemicals, the implementation of scientifically designed hazardous waste management systems and the strengthening of chemical and hazardous waste legislation and regulatory frameworks. In collaboration with UNDP and other United Nations entities through relevant inter-agency processes, the subprogramme will promote the mainstreaming of chemical safety in development agendas and the active involvement of all relevant sectors to achieve coherent and effective regulatory, voluntary and market-based policies at the national level and, when relevant, at the subregional level. It will also promote and facilitate public access to information and knowledge on chemicals and hazardous waste, including impacts on human health and the environment;

(b) To advance the international agenda on chemicals through the implementation of the environmental component of the Strategic Approach to International Chemicals Management, the subprogramme will provide policy- and science-based advice and guidelines to Governments and other stakeholders on risk assessment and management; raise awareness of potential adverse effects of chemicals, including hazardous waste; and address emerging issues. It will also contribute to the development of methodologies and tools for monitoring and evaluating progress in sound management of chemicals and hazardous waste;

(c) To support the development of internationally agreed chemical management regimes, particularly for mercury but also for other metals if requested by Governments, and to support the evolution of existing internationally agreed multilateral environmental agreements in the chemicals and waste cluster, the subprogramme will assist countries, multilateral environmental agreement secretariats and other stakeholders in their efforts to address highly hazardous substances. This will include the implementation and enforcement of chemical and hazardous waste-related multilateral environmental agreements and other international initiatives (for example, the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities) related to

chemicals of global concern, such as mercury, persistent organic pollutants and ozone-depleting substances, and in addressing emerging issues related to chemicals and hazardous waste. In line with decision SS.X/1 of the Governing Council/Global Ministerial Environment Forum, the strengthening of cooperation and coordination between the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants could contribute positively to the implementation of the principles defended by those Conventions for the management of harmful substances and hazardous waste, building on the agreement reached in Bali at the simultaneous extraordinary meetings of the Conferences of the Parties to those Conventions.

Subprogramme 6
Resource efficiency and sustainable consumption and production

Objective of the Organization: To ensure natural resources are produced, processed and consumed in a more environmentally sustainable way, paving the way towards the green economy, in which environmental impact is decoupled from economic growth and social co-benefits are optimized

Expected accomplishments	Indicators of achievement
(a) Enhanced understanding by Governments and other stakeholders of scientific assessment of resource flows and related environmental impacts along global value chains, as well as of potential for decoupling	(a) Increased number of UNEP-associated scientific assessments, analytical reports and scarcity alerts used and referenced by a specified number of target Governments and public and private sector organizations
(b) Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream green economy aspects in their development planning and implementation and adopt policies and tools for resource efficiency	(b) Increased number of Governments and other public institutions implementing policies, economic instruments and initiatives for resource-efficiency improvements and introducing greening aspects into their economies
(c) Increased investment in efficient, clean and safe industrial production methods through voluntary action by the private sector	(c) Increased number of businesses adopting and investing in resource-efficient management practices and technologies and cleaner and safer production methods
(d) Demand-side decisions and consumption choices favour more resource efficient and environmentally friendly products, driven by standardized and internationally recognized tools and communications and by an enabling social infrastructure	(d) (i) Increase in the sales of targeted resource efficient and environmentally friendly products, goods and services

	(ii) Increased number of Governments, companies and consumer groups with access to and making use of recognized tools and communications made available through UNEP-supported initiatives when making purchasing decisions with respect to more resource efficient and environmentally friendly products, goods and services

Strategy

11.27 The responsibility for the implementation of the subprogramme on resource efficiency and sustainable consumption and production rests with the Division of Technology, Industry and Economics. Given the interdisciplinary nature of the subprogramme, the Division will play a coordinating role, ensuring that the work programme is executed in close collaboration with other UNEP divisions. While all subprogrammes will continue to be guided by the framework of the green economy, this specific subprogramme will further develop the Green Economy Initiative as an overarching goal and focus of activities. The Initiative, launched in 2008, will scale up efforts to assist Governments and other stakeholders in moving towards a green economy by reshaping and refocusing production technologies and consumption patterns. The number of countries transitioning to a green economy will be a key success criterion. The strategy, which will build upon the 10-year framework on sustainable consumption and production and be implemented in partnership with Governments, other United Nations and development cooperation entities, the private sector, research bodies, civil society, scientific institutions such as the University of Oxford and United Nations organizations such as UNDP, UNIDO, the World Tourism Organization, FAO and the regional commissions, will be as follows:

(a) To build capacities to promote the production of more environmentally sustainable products, the subprogramme will help Governments and other public institutions from the regional to the local level to improve their capacities to design and implement policies, laws and management actions that promote the production of resource-efficient, non-hazardous and sustainable goods and services. In doing so, the subprogramme will emphasize a product life cycle approach and promote public-private partnerships and market-based instruments to create more sustainable supply chains. The subprogramme will support the design of enabling policy frameworks and economic instruments that promote resource efficiency and sustainable production and consumption. This will be done in the context of national development policies, with the aim to promote the implementation of multilateral environmental agreements. This will seek, inter alia, to advance integrated waste management, the prevention of environmental risks and recovery from industrial accidents;

(b) To promote public and private investment in environmentally sound technologies and sustainable products, the subprogramme will advise and support Governments and businesses in the selection and application of environmental management systems and safe and efficient production technologies, in integrated waste management and in the purchase of more resource-efficient and sustainable products and practices. The subprogramme will disseminate research findings and

implement demonstration projects to illustrate the benefits of efficient, clean and safe industrial production methods, in environmental, economic and social terms, to stimulate public and private policies and investment choices for wider application of those methods;

(c) To promote sustainable consumption patterns, the subprogramme will disseminate public communications materials and conduct educational and public awareness campaigns on the benefits of resource efficiency and sustainable consumption and production in order to influence the choices of consumers and better inform other market players. It will also provide guidelines and different kinds of tools, policy advice and support to public authorities to promote resource efficient management and the purchase of sustainable products. The relevant activities will seek to promote sustainable consumption choices, inter alia by supporting appropriate social planning and infrastructure.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
S-19/2	Programme for the Further Implementation of Agenda 21
47/190	Report of the United Nations Conference on Environment and Development
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/47	Question of Antarctica
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
62/9	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system

63/11	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
63/144	Cooperation between the United Nations and the Economic Cooperation Organization
63/267	New Partnership for Africa's Development: progress in implementation and international support
64/85	Effects of atomic radiation
64/86	International cooperation in the peaceful uses of outer space (subprogrammes 3 and 4)
64/130	Policies and programmes involving youth
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/204	Report of the Governing Council of the United Nations Environment Programme on its twenty-fifth session
64/212	Science and technology for development
64/213	Fourth United Nations Conference on the Least Developed Countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/217	Women in development
64/221	South-South cooperation
64/223	Towards global partnerships
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
64/252	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)

Governing Council decisions

SS.VI/1	Malmö Ministerial Declaration
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme

SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Intergovernmental strategic plan for technology support and capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
SS.X/2	Sustainable development of the Arctic region
SS.X/3	Medium-term strategy for the period 2010-2013
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
20/6	Policy and advisory services of the United Nations Environment Programme in key areas of institution-building
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/27	Support to Africa
20/28	Promoting interlinkages among global environmental issues and human needs
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization
21/18	Implementation of the Malmö Ministerial Declaration
21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/24	Policy and advisory services in key areas of institution-building
22/7	Engaging business and industry
22/9	Support to Africa
22/10	Poverty and the environment in Africa
22/11	Sustainable development of the Arctic
22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region

22/18	Civil society
	II: Long-term strategy on engagement and involvement of young people in environmental issues
	III: Long-term strategy for sport and the environment
22/21	Regional implementation of the programme of work of the United Nations Environment Programme
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/1	Implementation of decision SS.VII/1 on international environmental governance
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection

Subprogramme 1
Climate change

General Assembly resolutions

61/199	International cooperation to reduce the impact of the El Niño phenomenon
64/73	Protection of global climate for present and future generations of humankind
64/206	Promotion of new and renewable sources of energy

Governing Council decisions

22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change

Subprogramme 2
Disasters and conflicts

General Assembly resolutions

63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability
64/76	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

64/200	International Strategy for Disaster Reduction
64/251	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Governing Council decisions

22/1	Early warning, assessment and monitoring
	IV: Post-conflict environmental assessment
	V: Environmental situation in the Occupied Palestinian Territories
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster
25/12	Environmental situation in the Gaza Strip

Subprogramme 3
Ecosystem management

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
64/71	Oceans and the law of the sea
64/72	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/205	Sustainable mountain development

Governing Council decisions

20/25	Freshwater
21/28	Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements

21/29	Establishment of a regional seas programme for the Central-East Pacific region
22/1	Early warning, assessment and monitoring
	II: Global assessment of the state of the marine environment
	III: World Conservation Monitoring Centre
22/2	Water
	I: Water policy and strategy of the United Nations Environment Programme
	II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
	III: Regional seas programmes
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues
24/16	Updated water policy and strategy of the United Nations Environment Programme
	A: Freshwater
	B: Coasts, oceans and islands
25/10	Intergovernmental science-policy platform on biodiversity and ecosystem services

Subprogramme 4
Environmental governance

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/202	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
64/203	Convention on Biological Diversity

Governing Council decisions

SS.VII/1	International environmental governance

SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme
	II: Strengthening the scientific base of the United Nations Environment Programme
	V: Multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
SS.X/5	Global Environment Outlook: environment for development
20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements
22/1	Early-warning, assessment and monitoring
	IA: Strengthening the scientific base of the United Nations Environment Programme
	IB: Early warning and assessment process of the United Nations Environment Programme
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
23/6	Keeping the world environmental situation under review

24/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Strengthening the scientific base of the United Nations Environment Programme
	V: Issues related to multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system, including the Environmental Management Group
24/11	Intensified environmental education for achieving sustainable development
25/2	World environmental situation

Subprogramme 5
Harmful substances and hazardous waste

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
SS.X/1	Chemicals management, including mercury and waste management
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
23/9	Chemicals management
	I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
24/4	Prevention of illegal international trade
25/5	Chemicals management, including mercury
25/8	Waste management

Subprogramme 6
Resource efficiency and sustainable consumption and production

General Assembly resolutions

60/190	Global Code of Ethics for Tourism
64/188	International trade and development

Governing Council decisions

20/19	Contribution of the United Nations Environment Programme to the Commission on Sustainable Development at its seventh session
	E: Changing production and consumption patterns
20/29	Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services
21/14	Trade and environment
22/6	Promotion of sustainable consumption and production patterns

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Part two: biennial programme plan

Programme 12
Human settlements

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Overall orientation

12.1 Responsibility for the human settlements programme within the United Nations system is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for its implementation. The mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, comprising "adequate shelter for all" and "sustainable human settlements development in an urbanizing world", which is an outcome of the United Nations Conference on Human Settlements (Habitat II). The mandate of the programme also derives from resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; and resolution 32/162, in which the United Nations Centre for Human Settlements (Habitat) was established by the General Assembly. By resolution 56/206, the General Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme. UN-Habitat also derives its programme of work from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, in particular target 11 on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and target 10 on water and sanitation of the Johannesburg Plan of Implementation. These two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies and resolutions of the Governing Council of the United Nations Human Settlements Programme. UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by the Committee of Permanent Representatives of UN-Habitat, which serves as a formal intersessional body.

12.2 The Governing Council of UN-Habitat, through its resolution 21/2, approved a six-year medium-term strategic and institutional plan for 2008-2013, and, in paragraph 3, endorsed the six focus areas and the enhanced normative and operational framework of the medium-term strategic and institutional plan, and requested the Executive Director, in consultation with the Committee of Permanent Representatives, to elaborate a process for improvement of the plan, including the agreement of specific "SMART" indicators, targets and priorities in order further to refine each of the focus areas and for reflection in the United Nations Human Settlements Programme's strategic framework and work programme and budget.

12.3 In line with the above-mentioned Governing Council decision, UN-Habitat undertook refinement of the plan by developing a comprehensive results framework which includes a SMART goal, strategic result, expected accomplishments and indicators of achievement as well as a strategy paper for each of the six focus areas of the plan. This process, which was supported by a results-based management expert, took eight months and was completed in April 2009.

12.4 By paragraph 6 of Governing Council resolution 22/7, the Council requested the Executive Director to ensure timely and close consultation with the Committee of Permanent Representatives during the preparation of a prioritized, results-based strategic framework and the work programme and budget for the biennium 2012-2013, both aligned with the approved six-year medium-term strategic and institutional plan. The elements of the strategic framework for 2012-2013 are

therefore derived from the refined results framework of the medium-term strategic and institutional plan.

12.5 An emphasis on results-based management will continue to shape the programme planning, performance management, learning and accountability of UN-Habitat. A midterm evaluation of the medium-term strategic and institutional plan will be undertaken in 2010, and depending on its outcome, this strategic framework may need to be revised to align it with the new realities and decisions. In that event, the provisions of General Assembly resolution 58/269 are expected to prevail. Strategic choices made in this biennium programme plan have been largely informed by lessons learned and best practices from the UN-Habitat programme performance report for the previous biennium, monitoring and evaluation reports, and inputs from strategic partners.

12.6 As indicated in the UN-Habitat flagship reports, cities are the habitat of half of humanity and, by 2050, 70 per cent of the world's population will reside in urban areas. Urban growth averages 5 million new urban residents per month in developing regions where many new mega-cities of 10 million and hypercities of 20 million will emerge. In developing countries, the result of this is the rapid growth of slums and informal settlements, whose population currently stands close to 1 billion, or 32 per cent of the world's urban population. Emerging data trends repeatedly indicate that the urban poor face inequitable and life-threatening conditions, poverty, environmental disasters and social crises. A key problem is that most of this rapid and uncontrolled urban growth is taking place in countries whose Governments are least able to cope with the provision of adequate housing, urban infrastructure and basic services. The main social effects of unplanned urbanization include inadequate housing, chaotic peri-urbanization, lack of basic services, especially safe drinking water and sanitation, lack of secure tenure, vulnerability to natural and human-made disasters and crime, uncertain employment, as well as social exclusion of the poor, vulnerable and other disadvantaged groups, including the disabled, youth and the elderly. The recent economic crisis has exacerbated urban poverty, accelerated unemployment and rapid expansion of the urban informal sector with its low-profit activities and a disproportionate concentration of women. The World Urban Forum noted the particular vulnerability of indigenous peoples to the effects of chaotic and unplanned urbanization. In spite of these challenges, it is increasingly accepted that urbanization is a positive phenomenon and a precondition for improving access to services, economic and social opportunities, and a better quality of life.

12.7 Climate change, one of the environmental challenges, most negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are neither adequately protected by construction and land use planning regulations, nor do they possess sufficient resources to improve their own lives. The nexus between rapid urbanization and climate change has multiple impacts on highly vulnerable groups, in particular women, young people, the elderly and the extremely poor. Climate change has negative impacts on health, threatens access to water and food security and increases the urban poor's vulnerability to flooding and landslides. In many developing countries, changes in agricultural productivity as a result of climate change-related weather patterns, as well as conflict over scarce resources, are pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, and to build the resilience necessary for effectively responding to climate change-related disasters.

12.8 In addressing these challenges, UN-Habitat works in close consultation and collaboration with Governments and many Habitat Agenda partners. Tackling urban poverty and social and physical exclusion by promoting and upholding the rights of all, especially women, youth, the disabled and other vulnerable and disadvantaged groups, to an adequate standard of living, including water and sanitation. Lessons from the fourth session of the World Urban Forum, held in 2008, stressed the need to put people at the centre of development and for balanced territorial development as important aspects of sustainable and harmonious urbanization, and that the provision of affordable housing is a strategic means to attaining the Millennium Declaration targets. In addressing the challenges posed by climate change, UN-Habitat has a comparative advantage, through its close and strong relationship with local authorities, to help cities to achieve more compact urban expansion; take stock of their renewable energy and green infrastructure potentials; identify appropriate green technology innovations, especially in the energy, construction and transport sectors; and integrate use of these innovations into planning and building regulations. These interventions, which facilitate mitigation and adaption to climate change, will also stimulate a green economy that can create dynamic new industries, quality jobs and income growth. Urban planning, land use management, housing policy and basic infrastructure can significantly influence how cities mitigate and adapt to climate change.

12.9 Against this backdrop, the UN-Habitat six-year medium-term strategic and institutional plan lays the necessary conditions for concerted international and national efforts to stabilize the growth of slums and for the subsequent reduction in and reversal of the number of slum-dwellers. The plan outlines the five substantive focus areas, namely: (1) effective advocacy, monitoring and partnerships; (2) participatory urban planning, management and governance; (3) pro-poor land and housing; (4) environmentally sound basic infrastructure and affordable services; and (5) strengthened human settlements finance systems. The plan will continue to be implemented at the global and national levels, in line with the approved United Nations reforms, including support for enhanced harmonization, coherence and alignment of international development assistance. Excellence in management, the sixth focus area of the plan, creates an enabling environment for the effective implementation of the five substantive focus areas. In particular, UN-Habitat is strengthening and mainstreaming the results-based management approach in order to enhance the organization's accountability, efficiency and effectiveness.

12.10 The activities of UN-Habitat for the period 2012-2013 constitute the final phase of the plan, as clearly articulated in the road map for the period 2010-2013. The period 2008-2009 constituted the kick-start phase, while the period 2010-2011 was the roll-out phase. The implementation process will be closely monitored and reported through biannual progress reports for the consideration of Member States. UN-Habitat will strive to achieve regional balance in the implementation of all programme and project activities and also facilitate the exchange of information and good/best practices, especially on a South-South basis.

12.11 The UN-Habitat programme of work will be implemented through four interlinked subprogrammes, namely: subprogramme 1, Shelter and sustainable human settlements development; subprogramme 2, Monitoring the Habitat Agenda; subprogramme 3, Regional and technical cooperation; and subprogramme 4, Human settlements financing. The subprogrammes work in close cooperation and collaboration through an integrative and synergetic approach that has subprogrammes leading in the implementation of some focus areas but contributing to all of them. This promotes internal cohesion, alignment and coherence,

particularly through the enhanced normative and operational framework as reflected in the Habitat country programme documents, to which all subprogrammes contribute to the benefit of Member States. A strengthened programme review mechanism will mainstream results-based management, and reinforce internal cohesion and information sharing among different units in UN-Habitat.

12.12 With regard to gender integration, the organization's effort in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (see resolution 60/1, para. 58) that guarantees women's free and equal right to own and inherit property and ensures security of tenure of property and housing. To address the disparities between men and women in decision-making at all levels and differences in access to land and housing, as well as benefits from programmes implemented, UN-Habitat will assess the gender implications of all planned normative and operational programmes, in line with the UN-Habitat Gender Equality Action Plan. In-house, the Gender Mainstreaming Unit will work with all units, including through the programme review mechanism, to ensure that all interventions adopt a gender perspective.

12.13 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries in need of specialized international assistance for post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations to deliver its planned global results. UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the public-private partnership, Habitat National Committees, academic and research institutions, and many other Habitat Agenda partners. Mechanisms for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners are the World Urban Forum, which is held every two years to address pressing human settlements issues, and the World Urban Campaign on sustainable urbanization, which was launched in late 2008. The sixth session of the World Urban Forum will take place in 2012.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: to improve urban planning, management and governance and access to land and housing at the national and local levels for sustainable urbanization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies, legislation and strategies support inclusive urban planning, management and governance	(a) (i) Extent to which sustainable urbanization principles are incorporated into policies, legislation and strategies in targeted countries with assistance from UN-Habitat, as evidenced by the number of countries that have partially or extensively incorporated principles of equity, economic and ecologic, into policies legislation and strategies in an integrated way

	(ii) Increased number of crisis-prone and post-crisis countries working with UN-Habitat, whose urban planning, management and governance policies, legislation and strategies incorporate urban risk and vulnerability-reduction measures
(b) Strengthened institutions promote sustainable urbanization	(b) Degree to which strengthened institutions working with UN-Habitat actively apply tools and knowledge in support of sustainable urban development, as evidenced by the number of strengthened institutions that are either fully or partially applying newly acquired tools and knowledge
(c) Cities implement inclusive urban planning, management and governance	(c) Increased number of cities effectively implementing inclusive urban planning, management and governance with assistance from UN-Habitat
(d) Improved land and housing policies implemented and increased security of tenure	(d) (i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing the above-mentioned policies
	(ii) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat
(e) Slum improvement and prevention policies under implementation	(e) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UN-Habitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies

Strategy

12.14 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. Based on its comparative advantage and in line with the plan, the subprogramme will take the lead on the implementation of focus area 2, promotion of participatory urban planning, management and governance, and focus area 3, promotion of pro-poor land and housing, and will also contribute to the other three focus areas, since they are all cross-cutting. This strategy, which is heavily informed by evidence-based best

practices and lessons learned from experience, will make a substantive and progressive contribution towards the achievement of the Millennium Declaration and Johannesburg Plan of Implementation targets on slums and water and sanitation. The strategy for implementing the programme of work is as follows:

(a) With respect to the objective of improving inclusive urban planning, management and governance at the national and local levels, during the biennium, UN-Habitat will use three programmatic entry points (thematic challenges) to contribute towards the expected systemic results. These are: developing local capacities to mitigate and adapt to climate change; enhancing urban safety and the reduction of vulnerability to crime and natural and human-made hazards; and, promoting economic development. All the entry points will be operationalized within the framework of decentralization as broadly provided for by the Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(b) For achieving the objective relating to improved access to land and housing, the subprogramme will initiate systematic reforms to promote access to land and housing for all. The organization's approach to realizing access to land and housing for all will rely on three cross-cutting strategies, namely, knowledge management and advocacy; capacity-building at the global and regional levels; and, supporting implementation at the country or local level. Throughout this approach, issues of gender, as well as youth and other vulnerable and disadvantaged groups, will be mainstreamed. These strategies will be implemented in parallel and not in a linear approach. Knowledge and lessons learned, for example, will be reaped from existing successes and could thus be used in advocacy campaigns and capacity-building through the enhanced normative and operational framework. On the other hand, where tools do not exist, they will be developed, tested at the country level and then advocated for, translated into policy and used in capacity-building;

(c) Capacity-building will be undertaken at the global, national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institutional strengthening components;

(d) Engaging with crisis-affected countries (both conflict-related and natural disasters) is an important component of the human settlements programme. This work includes building the resilience of countries; assisting countries and cities to mitigate and adapt to crises, as well as work with settlements to recover from crisis. The engagement of UN-Habitat in crisis work is derived from the agency's Strategic Policy on Human Settlements in Crisis and Sustainable Relief and Reconstruction Framework, which articulates pertinent aspects of the Habitat Agenda and the medium-term strategic and institutional plan in both crisis prevention and recovery;

(e) UN-Habitat will assume a catalytic role in implementing focus areas 2 and 3 by reinforcing existing partnerships, and establishing new strategic ones with United Nations system agencies, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective resources, infrastructure, expertise and the financial power to work with it;

(f) All interventions in the subprogramme will be implemented in line with the Gender Equality Action Plan and also taking into account the needs and involvement of youths. To enhance gender-sensitive interventions and policies, the programme will, as appropriate, conduct gender analysis on all projects in order to identify gender gaps and determine policies, as well as strategies for addressing them. Further, to enhance gender balance in programme participation and equitable access to programme benefits, as much as possible, all programme data will be disaggregated by gender. The programme will make efforts to create conditions that support women, and to ensure that programme interventions promote activities that increase women's empowerment and participation.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: to improve monitoring of progress towards the attainment of internationally agreed human settlements goals and targets and raise awareness of sustainable urbanization issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels	(a) (i) Upward trend in downloads of the *State of the World's Cities* report and the *Global Report on Human Settlements* from the UN-Habitat website (ii) Increased number of Government and Habitat Agenda partner institutions using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the *Best Practices Database* in their education and training programmes
(b) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy	(b) (i) Level of partners (by category) contributing to sustainable urbanization policy formulation and implementation with support from UN-Habitat, as evidenced by the number of partners contributing to policy formulation and implementation in sustainable urbanization (ii) Increased number of youth groups participating in policy formulation and implementation in human settlements programmes (iii) Increased number of human settlements programmes that mainstream gender and promote women's empowerment

	(iv) Increased number of partnerships promoting gender equality in sustainable urbanization issues
(c) Monitoring of sustainable urbanization conditions and trends improved	(c) (i) Increased number of local and national urban observatories producing evidence for policymaking and implementation with support from UN-Habitat
	(ii) Degree to which local and national urban observatories adopt UN-Habitat urban indicator guidelines, as evidenced by the number of local and national observatories that have partially and fully adopted guidelines
(d) Improved awareness among Governments, and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development	(d) (i) Upward trends in requests from Governments and other Habitat Agenda partners for UN-Habitat policy guidelines on urban economic development and finance systems
	(ii) Increased number of requests from Government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat

Strategy

12.15 The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The Division is responsible for monitoring progress towards the attainment of the goals of the Habitat Agenda, and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation. The Division leads in the implementation of focus area 1 of the medium-term strategic and institutional plan, namely effective advocacy, monitoring and partnerships, but also contributes to all the other focus areas. The strategy to achieve the overall objective and expected accomplishments of the subprogramme includes: collection and analysis of evidence-based information, gender- and age-sensitive knowledge and statistics; policy dialogue; strategic partnerships; gender and youth empowerment, as well as communication and exchange of best practices, experience and tools. These strategy components are both normative and operational and are implemented at the global, regional, national and local levels, in line with the medium-term strategic and institutional plan's enhanced normative and operational framework. Working in close collaboration with Habitat Agenda partners, the Division will engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies, tools, experiences and enabling legislation, for assessing progress towards achieving the goals of

UN-Habitat, especially on slums, security of tenure, safe drinking water and sanitation; and use of such data and information for policy formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies, strategies and tools on monitoring of urban conditions, local economic development and finance, urban-rural development linkages, urban poverty reduction, gender equality, women and youth empowerment, and strategic partnerships;

(c) Raising awareness on the role and capacity of public-private partnerships for upscaling pro-poor and inclusive shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons, experiences and tools learned from best practices and field pilot projects on a North-South and South-South basis;

(e) Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the two flagship reports, the *Global Report on Human Settlements* and the *State of the World's Cities*, and publications on human settlements finance systems and tools as well publications as in the global urban economic dialogue series;

(f) Through the "Opportunities Fund for Urban Youth-Led Development", UN-Habitat will utilize the small grant mechanism to catalyse its work with youth partners to go to scale. The strategy is to build upon the strengths and compensate for the weaknesses of youth organizations, whose strong connections lie in local knowledge of their communities, to support innovative projects with a strong entrepreneurial focus that impact on their lives and their communities;

(g) Providing leadership on matters related to UN-Habitat partners, as well as support partner engagement throughout the agency and particularly in four key areas: civil society organizations, youth organizations, parliamentarians and the private sector;

(h) Enhancing gender sensitivity in interventions and policies by supporting gender mainstreaming and women's empowerment, and ensuring that all of the UN-Habitat data-collection tools and evidence-based information on human settlements conditions and trends disseminated is, as much as possible, disaggregated by gender and age.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: to improve sustainable urbanization through the formulation and implementation of urban and housing policies, strategies and programmes primarily at the national and regional levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved sustainable urbanization policies from local to regional levels	(a) (i) Degree to which national Habitat forums working with UN-Habitat promote a coordinated approach to sustainable urbanization issues, as evidenced by the number of forums partially and fully promoting a coordinated approach on sustainable urbanization issues (ii) Increased number of national planning instruments, including United Nations Development Assistance Frameworks and poverty reduction strategies integrating sustainable urbanization issues with support from UN-Habitat
(b) Improved urban planning, management and governance at the national and local levels	(b) (i) Degree to which comprehensive urban planning, management and governance are promoted from the national level in targeted countries working in collaboration with UN-Habitat, as evidenced by the increased number of countries promoting comprehensive urban planning, management and governance (ii) Increased number of cities working with UN-Habitat, with improved capacity to apply urban planning, management and governance in post-crisis situations
(c) Improved access to land and housing	(c) Increased number of cities promoting access to land and housing in targeted countries working with UN-Habitat, including those affected by crises
(d) Expanded access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population	(d) Level of access to environmentally sound urban infrastructures and services, especially in post-crises countries supported by UN-Habitat, as evidenced by the number of unserved and underserved people with access to environmentally sound urban infrastructures and services

Strategy

12.16 Responsibility for the subprogramme rests with the Regional and Technical Cooperation Division. The Division will not lead in the implementation of any one focus area, but will participate in the implementation of all five substantive focus areas of the medium-term strategic and institutional plan, at the country and regional levels through the enhanced normative and operational framework. To achieve the subprogramme's objective and the expected accomplishments, UN-Habitat will effectively combine normative and operational functions in line with the enhanced normative and operational framework. The normative functions include setting standards, proposing norms and principles and providing examples of best practices and good policies built on experience gained at the country level. The operational activities, consisting of the provision of technical assistance in policy formulation, capacity-building programmes and demonstration project that support the normative work of UN-Habitat in developing countries and countries with economies in transition, will be implemented in line with the identified national priorities and approved United Nations reforms. The strategies to achieve the objective and expected accomplishments include:

(a) Strengthening the formulation and implementation of urban planning, management and governance and housing policies, strategies and programmes;

(b) Developing commensurate capacities at the regional, national and local levels in environmentally sound basic urban infrastructure services for the urban poor;

(c) Setting of standards, proposing of norms and principles and providing examples of good and best practices;

(d) National Habitat Programme Managers will support normative and operational activities at the country level, as well as coordinate the formulation of UN-Habitat country programme documents that inform engagement with Governments, United Nations country teams, United Nations development assistance frameworks, poverty reduction strategy processes and resource mobilization at the country level. Habitat Programme Managers will contribute to the visibility of human settlements issues and promote their mainstreaming in the United Nations development assistance frameworks, and other national development policy documents;

(e) Strengthened regional offices will coordinate activities carried out at the regional and country levels and contribute to knowledge management activities in close collaboration with all subprogrammes, including partnering with regional forums. They will also backstop operational activities at the country level and build capacity in disaster prevention and management, and ensure a rapid and effective response to post-conflict crises and disasters, as required;

(f) Disseminating results of monitoring and assessment through various publications, both hard copy and electronic, including the flagship report series, the Regional State of the Cities Reports;

(g) Conducting gender-specific analysis on all interventions and policies, as appropriate, to ensure gender equality. Further, to ensure expanded and equitable access to programme benefits, efforts will be made to create conditions that support

women's participation and ensure that programme interventions promote and support activities that increase women's empowerment.

Subprogramme 4
Human settlements financing

Objective of the Organization: to improve access to finance, institutional and policy arrangements for housing and basic infrastructure and services for the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	(a) (i) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat
	(ii) Increased percentage of consumers of UN-Habitat partner service provider organizations reporting satisfaction with the service provided
	(iii) Increased percentage of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat
(b) Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services are met	(b) (i) Increased percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs
	(ii) Decreased percentage difference in the price of basic infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities working with UN-Habitat
(c) Increased investment in affordable and social housing stock and related infrastructure	(c) (i) Increased value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities working with UN-Habitat
	(ii) Increased percentage of housing loans by domestic banks and microfinance institutions going to lower-income deciles and or people with informal incomes
	(iii) Increased number of households with new or improved housing and infrastructure supported by UN-Habitat

(d) Increase in activities in municipal finance and affordable housing finance	(d) (i) Level of municipal finance sector activity, as evidenced by the amounts of funds leveraged, borrowed and invested by local municipalities in affordable housing and related infrastructure activities, and access to new forms of financing
	(ii) Level of affordable housing finance sector activity, as evidenced by the number of new affordable housing units built and infrastructure connections facilitated, availability of mortgage finance products and the number of developers targeting affordable housing
	(iii) Level of growth in borrower financial literacy programmes in the Local Finance Facility and the experimental reimbursable seeding operations project, as evidenced by number of new financial literacy programmes in countries implementing the above-mentioned Facility and proje

Strategy

12.17 Responsibility for subprogramme 4 rests with the Human Settlements Financing Division, which also serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of the medium-term strategic and institutional plan, the Human Settlements Financing Division takes the lead in focus area 4, environmentally sound basic urban infrastructure and services, and on focus area 5, strengthening human settlements finance systems, as the principal areas of work while collaborating with and contributing to all other focus areas of the plan.

12.18 Largely informed by our past experience, a key strategy of subprogramme 4 is to mobilize local and international public funds, community savings and private sector capital to enable at a far greater scale investments in the sector generally, and in pro-poor housing, basic infrastructure and services. The strategy of the subprogramme will make a substantive and progressive contribution towards the achievement of the targets of the Millennium Declaration and Johannesburg Plan of Implementation on slums and water and sanitation. The strategy for subprogramme 4 will comprise the following elements:

(a) Strengthening the catalytic role of UN-Habitat, as called for by the medium-term strategic and institutional plan, by working with a range of partners and new arrangements to invest and leverage external financing in affordable housing, social housing (including subsidized housing and subsidized rental

schemes) and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups;

(b) Expanding current revolving credit and local finance credit enhancement facilities providing start-up funds, catalytic credit enhancement and targeted technical assistance to communities, domestic banks, and microfinance institutions and municipalities for the purpose of building affordable and social housing finance and related infrastructure;

(c) Providing support to the Water for African Cities Programme, Water for Asian Cities Programme and Water for Latin America and Caribbean Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong regions. Focused on improving access for the urban poor to water supply and sanitation, these programmes and the replicable model-setting initiatives demonstrate innovative approaches on the ground in partnership with Governments, water and sanitation utilities and civil society, including community-based organizations. A key guiding principle for the programmes is pro-poor governance. The programmes also provide an operational link to normative work, such as that on the rights-based approach to water and sanitation, water demand management and Human Values-based Water Sanitation and Hygiene Education;

(d) Strengthening the Global Water Operators' Partnerships Alliance and supporting water operators' partnerships activities worldwide and regional water operators' partnerships platforms in sub-Saharan Africa, Asia and the Pacific, the Arab region, and Latin America and the Caribbean region in partnership with regional development banks and other substantive and financial partners;

(e) Promoting strategic partnerships among municipalities, private sector utility operators, financial institutions, and central Governments; and collaboration in designing infrastructure and housing investments with stakeholder beneficiaries, key among them being community organizations, women, youth and other vulnerable groups;

(f) Promoting sustainable transport, especially non-motorized transport, such as bicycles, bus lanes and other forms of mass transit and sustainable transport designed to encourage economic growth in urban areas benefiting all urban residents;

(g) Undertaking energy efficiency audits of water utility operations, as well as working with local electricity utility companies in slum-electrification programmes, in anticipating partnership with financing analysis for programme implementation;

(h) Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations system agencies and other relevant partners to link the normative, technical cooperation and catalytic funding activities of UN-Habitat with such institutions to leverage international and domestic capital for investment to achieve sustainable cities;

(i) Addressing the needs of individual borrowers for financial literacy training, of domestic banks for technical assistance in working with informal-income borrowers, of microfinance institutions in expanding into microfinance

housing lending, and of community groups in developing viable housing and infrastructure improvement projects;

(j) Programmes in human settlements finance, and water and sanitation will be decentralized to regional offices to encourage the rapid transfer of knowledge and funding to local institutions and communities;

(k) The subprogramme will take into account the different needs and priorities of women, men and vulnerable groups in decision-making and implementation of programmes on human settlements financing, sustainable water and sanitation, infrastructure, slum upgrading, energy and transport and address the gender imbalances and inequalities in the provision of all these services at all levels. To enhance gender-sensitive interventions and policies, efforts will be made in all programmes to create conditions that support women, including capacity-building. Where appropriate, the subprogramme will conduct gender analysis on interventions, including policies.

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome (subprogrammes 1, 2 and 3)
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)

60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
61/131	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
61/200	Natural disasters and vulnerability
62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
62/92	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
63/281	Climate change and its possible security implications
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/136	Cooperatives in social development
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/200	International Strategy for Disaster Reduction
64/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
64/213	Fourth United Nations Conference on the Least Developed Countries
64/216	Second United Nations Decade for the Eradication of Poverty (2008-2017)
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of the Habitat Agenda
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2007/250	Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements
2009/238	Human settlements

Governing Council resolutions

19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
19/16	Women's role and rights in human settlements development and slum upgrading
20/1	Youth and human settlements
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/7	Gender equality in human settlements development
20/10	World Urban Forum
21/1	Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009
21/2	Medium-term strategic and institutional plan for 2008-2013
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development
21/3	Guidelines on decentralization and strengthening of local authorities
21/5	Sustainable development of Arctic human settlements
22/1	Third session of the United Nations Conference on housing and sustainable development
22/3	Cities and climate change
22/8	Guidelines on access to basic services for all

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development
64/130	Policies and programmes involving youth
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions

19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
21/6	Urban youth development
21/9	Women's land and property rights and access to finance
22/4	Strengthening the development of urban young people
22/6	Habitat awards

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
64/129	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat Programme Managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
63/229	Role of microcredit and microfinance in the eradication of poverty

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
21/4	Guiding principles on access to basic services for all
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/2	Affordable housing finance
22/8	Guidelines on access to basic services for all